



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

Leader Proficiency in Linking Financial Performance to Operations

Jennifer Boffi & Kim Nguyen



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



San Francisco Department
of Public Health

True North



Our Financial History

FY19-20

- Creation of a series of reports aligning financial data with operational decision making.
- Total of 7 reports: Payroll, Nonpayroll Encumbrance, Nonpayroll Month Close, Pharmaceuticals and Pharmacy supplies, Pharmacy Contract and Revenues.
- Creation of financial metrics: Cost/patient day, Cost/Surgical case, Cost/Prescription, Others

FY20-21

- Reporting available to directors and executives every two weeks. Drill down functionality.
- Monthly reviews with all Service Lines (19)
- Agreement on metrics, interpretation of data and areas of focus for financial performance, development of action plans and monthly follow-up.

FY 21-22 Achievements

Financial Integration into ZSFG Culture Achieved

- Added contracts dashboard.
- Added capital planning sessions and new dashboards.
- Reached a place of stable financial culture and accountability.

Background

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
SOURCES Increase / (Decrease)	40.1	323.4	522.5	710.9
Uses				
Baselines & Reserves	(112.9)	(202.7)	(271.2)	(318.9)
Salaries & Benefits	(57.8)	(81.7)	(140.6)	(266.3)
Citywide Operating Budget Costs	132.9	58.4	(75.2)	(161.0)
Departmental Costs	24.0	(15.5)	(74.1)	(113.6)
USES Decrease / (Increase)	(13.9)	(241.5)	(561.1)	(859.8)
Projected Cumulative Projected Surplus/(Shortfall)	26.2	81.9	(38.6)	(148.9)

Looking to FY22-23, the city of San Francisco is projecting to be in a financially stable place. This is driven by improved projections of key tax revenues and the commencement of new voter-approved taxes, significantly lower pension contributions resulting from recent strong pension fund investment returns, and changes in both the amount and the timing of recognizing federal disaster relief revenues. For ZSFG, this represents a time to stabilize, to hardwire core practices and recover from the past 2.5 years of response to the COVID-19 Pandemic.

Problem Statement

ZSFG needs to meet budget while stabilizing and optimizing core operations, normalizing COVID operations and maximizing revenues.

On-going COVID Operations FY22-23

- Occupational Health and Safety for DPH staff: testing, contact tracing, patients triage and management.
- Testing and Vaccination for patients
- Monoclonal Antibody Clinic

Optimizing Core Operations FY22-23

- Movement from project to permanent funding of H58 overflow unit including ancillary services and UCSF physician support.
- Movement from project to permanent of the Building Access and Security Team to improve patient and staff safety on campus.
- Modernization of Surgical ICU care provided.
- Investment in Imaging Overread Services to improve patient outcomes.

Maximizing Revenues FY22-23

- Expansion of the HIM Clinical Documentation Integrity team
- Implementation of Impella to improve cardiac outcomes and enhance revenues
- Expansion of Pharmacy 340B program.

Countermeasures

IV. Countermeasure Implementation: What, where, how did you implement, and by whom and when?			
Barrier/Cause Addressed	Countermeasure	Owner	Date/Status
Develop staffing models in Non patient care units	Creation of staffing models where there are none (UCC, Periop, FNS, EVS, Rehab)	LC, EW	On going/ On track
Understanding contribution to Gap	Develop specific plans with operational leaders to reduce unbudgeted spending (In most cases we understand the issue, but barriers with COVID, HR and standard of care needs)	EW and operational Directors	On going/ Off track
Finance follow up with stakeholders	Monthly Executive Finance Review Meetings	EW, AK	On going/ On track
Revenue Management	Monthly review of charges and denials	TI, MS, LJ, NH	On going/ Off track

Next Steps

FY 22-23

- Continue the work with the directors and engage the managers for FY22-23.
- Support optimization of core services.
- Support maximization of revenues.
- Add Vacancy, Leave and Registry Dashboard
- Add UC financials

Future State

- Look to set our next financial metric and strategic priority for ZSFG.
- Denials Management, Out of Network Costs, New Service Ventures to improve Revenues?